WHY INVEST IN SLS
ACCOR GLOBAL DEVELOPMENT
FEBRUARY 2019
MISSION STATEMENT

A global tribe of individuals, partners and progressives, devoted to creating extraordinary experiences for our community throughout our proprietary brands—we are sbe.

Visionaries at the forefront of hospitality, cuisine, design, residences and entertainment, our lifestyle moments are forged with highly-curated and passionate service. We are committed to authenticity, sophistication, mastery and innovation.

Our stage is the world. Our time is now.
FULL CIRCLE LIFESTYLE EXPERIENCE

GLOBAL BRANDS
KATSUYA  THE BAZAAR  carna

THE HOUSE OF ORIGINALS
Hudson Tavern

MIXOLOGY & LOUNGES
Alcove  Serafina  BLEND SPOT
DANDELION  RUMPU S ROOM  SAAM

NIGHTLIFE & DAY CLUBS
HYDE  ALTITUDE POOL & LOUNGE  NIGHTINGALE
SKYBAR  XIV  BOND  RISE
BLACK ORCHID  privilege  SFOXTAIL

RESTAURANTS

HOTELS

#thisisbeyond

NIGHTLIFE  RESIDENCES & SPAS

GLOBAL
SLS  DELANO  MONDRIAN  HYDE

SHORE CLUB  ST MARTINS LANE
10 KARAKÖY  SANDERSON
The Redbury  HUDSON

RESIDENCES
SLS  DELANO  MONDRIAN  HYDE
MONDRIAN  HYDE
SPAS  CIEL SPA
Dakota Development is a division of sbe. With industry-leading expertise and cutting edge design partners, Dakota Development has successfully master planned and developed a range of internationally acclaimed properties.

**DESIGN COLLABORATORS**

- **PHILIPPE STARCK**
  - SLS Atlanta
  - SLS Beverly Hills
  - SLS Brickell
  - SLS Las Vegas
  - SLS South Beach
  - Mondrian L.A.
  - Delano

- **AVENUE INTERIORS**
  - SLS Baha Mar
  - SLS Beverly Hills Renovation

- **PIERO LISSONI**
  - SLS Cancún
  - SLS Puerto Madero
  - SLS Washington, D.C.

- **LENNY KRAVITZ DESIGN**
  - SLS Las Vegas
  - SLS South Beach

- **MARTIN HEIERLING**
  - Chief Culinary Officer, sbe

- **JOSE ANDRÉS**
  - The Bazaar
  - SLS/Mondrian/Delano
  - James Beard Award Winner

- **KATSUYA UECHI**
  - SLS/Mondrian/Delano
  - James Beard Award Winner

- **MICHAEL SCHWARTZ**
  - Fi’lia
  - SLS/Mondrian/Delano
  - James Beard Award Winner

- **DANNY ELMALEH**
  - Cleo
  - SLS/Mondrian/Delano

- **TOM DIXON**
  - Mondrian London

- **YABU PUSHELBERG**
  - SLS LUX Brickell

- **DAVID ROCKWELL**
  - The Rockwell Group

- **MARCEL WANDERS**
  - Mondrian South Beach
  - Mondrian Doha

- **DARIO CECCHINI**
  - Carna
  - SLS

- **DANIEL BOULUD**
  - French Concept
  - SLS
  - James Beard Award Winner

- **MAKOTO OKUMA**
  - Pan-Asian Concept
  - SLS
  - James Beard Award Winner

**CULINARY COLLABORATORS**

- **JOSE ICARDI**
  - Leynia, Diez y Seis
  - SLS/Mondrian/Delano

- **KATSUYA UECHI**
  - SLS/Mondrian/Delano

- **MICHAEL SCHWARTZ**
  - Fi’lia

- **DANNY ELMALEH**
  - Cleo

- **TOM DIXON**
  - Mondrian London

With professional entertainment and renowned chefs, Disruptive Innovation Lab has designed amazing culinary and nightlife concepts.
LEVERAGE THE sbe Platform

Providing our development partners an opportunity to program a one of a kind destination experience.

40 BRANDS
Established & diversified portfolio of iconic luxury lifestyle hotel, residence, culinary & entertainment brands.

TEAM
Best-In-Class team of Senior Executives, Chefs, Designers, Promoters.

MARKET
Expansive footprint across the world’s leading gateway markets.

INNOVATION
Proven brand & concept incubator of culinary and entertainment concepts.

NETWORK
Access to shared services, including a centralized platform providing sales, marketing, social media, influencers, partner and vendor databases, events partnerships and sponsorship support.

SINGLE SOURCE
Unique 360 approach to hospitality with turnkey solutions for branding, development* and management of a property.

*Engaging Dakota for Development Management is encouraged but not required.
SLS is the home of the extraordinary experience. Culinary artistry, theatrical interiors, subversive design touches and unexpected indulgences. From giant metallic ducks to an in-room bar for 'sinners', no other luxury hotel can boast such a diversity, such richness, such play. With leading developers, architects, designers & chefs, we’re anticipating, innovating and shaping the future of luxury lifestyle living.

ALWAYS SURPRISING
PLAYFUL WIT
ELEGANT SOPHISTICATION

CELEBRATED CUISINE
TRANSCENDENTAL DESIGN
UBER SERVICE

To create & curate a wunderkammer* of varied & extraordinary moments that truly resonate with guests & define luxury hospitality in the 21st century

* Wunderkammer: German, 1500s expression meaning “Wonder room”. An encyclopedic collection of objects whose categorical boundaries are yet to be defined.
SLS TOP 3 USPs

ICONIC DESIGN DESTINATION

- Theatrical interiors, more than simply aesthetics, elegance and beauty
- Working in harmony with seamless operations
- Captivating guests’ imagination

SLS HOTEL PLUS BRANDED RESIDENCES FOR SALE LEVERAGES THE BRAND BUSINESS MODEL PROFITABILITY

- Unique value proposition driving additional revenue & fees and brand premium
- Residential owners using hotel's paying services
- Ability to charge 20% premium because of delivering on the full circle experience - including sbe branded restaurants, nightlife, spa...

THE sbe PLATFORM

- Unique lifestyle living expertise to program a one of a kind destination experience
- Unique expertise in design, restaurant & nightlife concepts with renowned interior designers & chefs
- Unique full circle approach to hospitality with turnkey solutions for branding, development, management of a property
By the end of 2018

**CURRENT PORTFOLIO**

<table>
<thead>
<tr>
<th>AMERICAS</th>
<th>AFRICA-MIDDLE EAST</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>1,233 rooms</td>
<td>815 rooms</td>
<td>2,048 rooms</td>
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<tr>
<td>9 hotels</td>
<td>2 hotels</td>
<td>11 hotels</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>2,557 rooms</strong></td>
</tr>
<tr>
<td><strong>6 hotels</strong></td>
<td></td>
<td><strong>6 hotels</strong></td>
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</table>

**DEVELOPMENT PIPELINE**

<table>
<thead>
<tr>
<th>AMERICAS</th>
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<th>TOTAL</th>
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</tr>
</tbody>
</table>

**TOTAL**

- **2,048 rooms**
- **11 hotels**
Philippe Starck
Designer

Dakota Development
Developer

**Amenities**
- Altitude Pool
- Ciel Spa
- Fitness Center

**Awards**
- 2012 50 Best Designed Hotels, California Home+Design
- 2011 José Andrés wins James Beard: Best Achievement Award
- 2009 Virtuoso Best of the Best Award

**Food & Beverage**
- The Bazaar
- Tres
- Somni

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**Property News & Headlines:**

- Altitude at SLS Beverly Hills Named Best Rooftop Pool in LA 2015
- SLS Beverly Hills Named One Of Top Hotels
- Top 25 Hotels in Southern California
SLS SOUTH BEACH HOTEL

Philippe Starck
Kravitz Design
Arquitectonica
Designer

Dakota Development
Developer

Amenities
Pool / IGK Salon / SLS Fitness Center

Awards
2018 Tablet Hotel Awards; Best Nightlife, North America

Food & Beverage
The Bazaar
Katsuya
SAAM
Bar Centro
Hyde Beach

Flagships

Property News & Headlines:

SLS South Beach “Miami’s Top 10 Hip Hotels”

“The 10 Best Party Hotels in the US”
Property News & Headlines:

“It’s an SLS World”

“Inside Las Vegas’ Hottest New Foodie Hotel”

**SLS Las Vegas Hotel**

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>60,000 SF Casino</td>
<td>/ Foxtail Pool / Away Spa</td>
</tr>
<tr>
<td>Rooftop Pool</td>
<td>/ Fitness Center / LV Monorail</td>
</tr>
<tr>
<td>The Bazaar</td>
<td></td>
</tr>
<tr>
<td>Katsuya</td>
<td></td>
</tr>
<tr>
<td>Cleo</td>
<td></td>
</tr>
<tr>
<td>Umami Burger</td>
<td></td>
</tr>
<tr>
<td>800 Degrees</td>
<td></td>
</tr>
<tr>
<td>Northside Cafe</td>
<td></td>
</tr>
<tr>
<td>The Perq</td>
<td></td>
</tr>
<tr>
<td>The Sayers Club</td>
<td></td>
</tr>
<tr>
<td>Foxtail Center Bar</td>
<td></td>
</tr>
</tbody>
</table>

**Philippe Starck Kravitz Design Gensler**

**Dakota Development**

**Food & Beverage**

- The Bazaar
- Katsuya
- Cleo
- Umami Burger
- 800 Degrees
- Northside Cafe
- The Perq
- The Sayers Club
- Foxtail Center Bar
Property News & Headlines:

“SLS Brickell Celebrates Virtual Sellout”

“Inside Miami’s SLS Brickell – This Isn’t Your Typical Boutique Hotel”

“IHUFFPOSTI  “Give Me Shelter...With Style!”

**SLS BRICKELL HOTEL & RESIDENCES**

**Philippe Starck**
Designer

**Arquitectonica**
Format:

**Amenities**

Altitude Pool / Ciel Spa & Fitness Center / Screening Room / The Party Room George Ballroom

**Food & Beverage**

Bazaar Mar
Fi’lia
SAAM

**5,500 Square Meters**

**124 Suites**

**13 | WHY INVEST IN SLS | NETWORK & PIPELINE | FEBRUARY 2019**
**SLS LUX Brickell**

**Hotel & Residences**

Yabu Pushelberg
Arquitectonica

**The Related Group**

**Amenities**
- Full-Size Tennis Court
- Fitness Center
- Spa
- Turkish Hamam
- Party Room
- 44th-Floor Library Lounge
- 112-ft-long Beach-Entry Pool
- Rooftop Star Pool LUX

**Square Feet** 450

**Key Count** 84

**Food & Beverage**
- Katsuya
- S Bar

**Property News & Headlines:**

“SLS LUX Brickell is now fully sold-out”
<table>
<thead>
<tr>
<th>OPENING</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEYS</td>
<td>225</td>
</tr>
<tr>
<td>RESIDENCES</td>
<td>60</td>
</tr>
</tbody>
</table>

**SLS ATLANTA HOTEL & RESIDENCES**

- **PARTNER/DEVELOPER**: —
- **DESIGN**: Philippe Starck
- **CONTRACT**: Managed

**UPCOMING OPENINGS**

- **Return to Pipeline List**

**Property News & Headlines:**

...
<table>
<thead>
<tr>
<th>UPCOMING OPENINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SLS</strong></td>
</tr>
<tr>
<td><strong>CANCUN HOTEL &amp; RESIDENCES</strong></td>
</tr>
<tr>
<td><strong>OPENING</strong></td>
</tr>
<tr>
<td><strong>KEYS</strong></td>
</tr>
<tr>
<td><strong>RESIDENCES</strong></td>
</tr>
<tr>
<td><strong>PARTNER/DEVELOPER</strong></td>
</tr>
<tr>
<td><strong>ARCHITECT/DESIGN</strong></td>
</tr>
<tr>
<td><strong>LICENSED</strong></td>
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**Property News & Headlines:**

...
<table>
<thead>
<tr>
<th>OPENING</th>
<th>2021</th>
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<tbody>
<tr>
<td>KEYS</td>
<td>175</td>
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<tr>
<td>RESIDENCES</td>
<td>56</td>
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<tr>
<td>PARTNER/DEVELOPER</td>
<td>The Peebles Corporation</td>
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<tr>
<td>ARCHITECT/DESIGN</td>
<td>Piero Lissoni</td>
</tr>
<tr>
<td>CONTRACT</td>
<td>Managed</td>
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</table>

Property News & Headlines:
SLS
DUBAI
HOTEL & RESIDENCES

OPENING 2020
KEYS 254
RESIDENCES 692

PARTNER/DEVELOPER
MNG Development

ARCHITECT/DESIGN
Bishop Design

MANAGED

UPCOMING OPENINGS

Property News & Headlines:

NETWORK & PIPELINE | FEBRUARY 2019
ICONIC ELEMENTS: THE SLS ENTRANCE

A red carpet arrival.

Many of our SLS properties welcome guests in true Hollywood style, with an iconic red carpet leading the way from the valet to the entrance of the hotel.
The rubber duck reimagined.

Many of our SLS properties are home to a giant metallic duck. The vision of Philippe Starck was to bring the playful spirit to life poolside at SLS with this iconic figure.
ICONIC ELEMENTS:
THE SLS ELEVATOR

You’re never alone at SLS.

Every SLS hotel features a very iconic elevator design – walls are wrapped with iconic imagery of our friends and family, waiting in the elevator alongside you, to ensure you never feel alone while staying at SLS.
At SLS, the rooms are designed with an unerring eye for luxury, but also with a particular objective in mind – to leave your work behind you when you get into bed at night. Desks at SLS are always situated behind the headboard to ensure a restful sleep and waking up with a clear mind.
To pamper your every need and create an exceptional and soothing relaxation experience that exceeds your expectations.

Designed with an unerring eye for luxury, comfort and state-of-the-art technology; Ciel Spa is a place of escape where recharging the inner spirit and enhancing physical well-being come from true and spirited innovation. All SLS guestrooms feature Ciel Reserve bath amenities.

REFINED RELAXATION // A PLACE TO REVITALIZE // CELESTIAL ESCAPE

4 LOCATIONS

SLS BEVERLY HILLS, SLS SOUTH BEACH, SLS BRICKELL, SLS LUX BRICKELL
SLS NIGHTLIFE BRANDS

NIGHTLIFE & DAY CLUBS

HYDE  BOND  ALTITUDE POOL & LOUNGE

SKYBAR  RISE  PRIVILEGE  FOXTAIL

MIXOLOGY & LOUNGES

DOHENY ROOM  BAR  SAAM
SLS BRAND BOOK & VISUAL IDENTITY

Bespoke treats & unexpected indulgences

COMMUNICATION

SLS The Brand Story

We are living in a post-luxury world

Luxe has shifted beyond the ensuite. No longer does quintessential luxury consist of an ostentatious showpiece. From the flap of an eyelid to the glistening of a living room floor, we seek the unexpected. A journey beyond the ordinary. A world of art, timelessness and whimsy. A place of wonder, of luxury and of comfort in every turn.

Playful delights on every turn

A century of wonder & unexpected reality

FIVE DIMENSIONS

AN ARTISTIC EXPRESSION

COMMUNICATION | FEBRUARY 2019

COMMUNICATION
ACCOR DISTRIBUTION SOLUTION

>110 Global Distribution Channels at Best Market Conditions

Source: CRS Official figures as of end 2018
ACCORD DISTRIBUTION PERFORMANCE POWERED BY ACCOR FOR LUXURY AND PREMIUM BRANDS

FOCUS ON WEB
BRAND.COM + ACCORHOTELE.COM + MOBILE WEBSITES + PARTNER WEBSITES

36%

€1.786 MILLION

WEB ACCOR & PARTNERS
ONLINE SALES FOR LUXURY & PREMIUM BRANDS

36%

ONLINE ROOM REVENUE
LUXURY & PREMIUM BRANDS

36%

CALL CENTRES, INTRA HOTEL & CLUSTER SERVICES

33%

DIRECT SALES

ACCOR WEB
WEBSITE, MOBILE SITES & APP

59%

ACCOR CENTRAL RESERVATION SYSTEM

41%

HOTEL PMS

WEB PARTNERS (OTAS)

18%

18%

15%

8%

26% INDIRECT SALES

Official figures as of end 2018
ACCOR OWNS THE MOST INTERNATIONAL AND FAST GROWING LOYALTY PROGRAM

LOYALTY MEMBERS WORLDWIDE

- Le Club AccorHotels
- FRS loyalty program
- Huazhu loyalty program

A WORLDWIDE PROGRAMME
- 20 brands
- 3,500 hotels in 100 countries
- Free enrollment
- 100% web based program
- Partnerships with major airline loyalty programmes: Skyteam, One World, Star Alliance...

GUEST ORIGIN

>53 MILLION MEMBERS WORLDWIDE
+27,700 MEMBERS EVERY DAY

LE CLUB ACCORHOTELS REPRESENTS 34.6% OF ALL ROOMNIGHTS

Source: LCAH by end of 2018
## DEVELOPMENT CRITERIA

### Development & programming

<table>
<thead>
<tr>
<th>HOTEL</th>
<th>RESORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA ultra city center location, historic conversion</td>
<td>WORLDWIDE</td>
</tr>
<tr>
<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td><strong>WORLDWIDE</strong></td>
</tr>
<tr>
<td>100 – 200 keys</td>
<td>150 – 300 keys</td>
</tr>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td>40 – 45 sqm</td>
</tr>
<tr>
<td>-10%/15% of worldwide</td>
<td>40 – 50 sqm</td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td>75 – 90 sqm</td>
</tr>
<tr>
<td>100 – 120 sqm</td>
<td></td>
</tr>
<tr>
<td><strong>RECOMMENDED NUMBER OF ROOMS</strong></td>
<td>90 – 180 keys</td>
</tr>
<tr>
<td>200 – 300 keys</td>
<td></td>
</tr>
<tr>
<td><strong>ROOM AVERAGE SIZE</strong></td>
<td>40 sqm</td>
</tr>
<tr>
<td>+ balcony</td>
<td>45 – 50 sqm</td>
</tr>
<tr>
<td>indoor + balcony</td>
<td></td>
</tr>
<tr>
<td><strong>TGFA / ROOM</strong></td>
<td>90 – 110 sqm</td>
</tr>
<tr>
<td>120 – 150 sqm</td>
<td></td>
</tr>
</tbody>
</table>

### Food & Beverage
- 1 3 meal restaurant
- 1 Signature restaurant
- 1 Signature Bar
- 1 Lounge (on market demand)

### Well-Being
- Ciel Spa (on market demand)
- Attitude Pool
- Fitness Center

### Meetings
- Meeting rooms (on market demand)
- Ballroom (on market demand)

### Locations

<table>
<thead>
<tr>
<th>PRIME LOCATIONS</th>
<th>SECONDARY LOCATIONS</th>
<th>AIRPORTS SUBURBS</th>
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<tbody>
<tr>
<td><strong>CAPITALS</strong></td>
<td><strong>KEY CITIES &amp; RESORT DESTINATIONS</strong></td>
<td><strong>MAJOR DOMESTIC DESTINATIONS</strong></td>
</tr>
<tr>
<td><strong>FOOD &amp; BEVERAGE</strong></td>
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<td><strong>WELL-BEING</strong></td>
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<tr>
<td><strong>MEETINGS</strong></td>
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</tr>
</tbody>
</table>

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**PERFORMANCE**

31 | WHY INVEST IN SLS | PERFORMANCE | FEBRUARY 2019